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Appendix 1. Model equations for the beer game model to aid in team performance evaluation in this study.

	Equation	Units
1	Backlog D[Team]=INTEG (bFlow D[Team],0)	cases
2	Backlog F[Team]= INTEG (bFlow F[Team],0)	cases
3	Backlog R[Team]= INTEG (bFlow R[Team],0)	cases
4	Backlog W[Team]= INTEG (bFlow W[Team],0)	cases
5	bFlow D[Team]=ordered W[Team]-sold D[Team]	cases/Week
6	bFlow F[Team]= ordered D[Team]-sold F[Team]	cases/Week
7	bFlow R[Team]=ORDer-sold R[Team]	cases/Week
8	bFlow W[Team]=ordered R[Team]-sold W[Team]	cases/Week
9	coming[Team]=ordered F[Team]	cases/Week
10	Cost[Team]= INTEG (cost increase[Team],0)	$
11	cost increase[Team]=cost of backlog[Team]*(Backlog D[Team]+Backlog F[Team]+Backlog R[Team]+Backlog W[Team])+cost of inventory[Team]*(inventoryD[Team]+inventoryF[Team]+inventoryW[Team]+inventoryR[Team])	$/Week
12	cost of backlog[Team]= 1	$/cases/Week
13	cost of inventory[Team]= 0.5	$/cases/Week
14	d cost increase[Team]= (cost of inventory[Team]*inventoryD[Team])+(cost of backlog[Team]*Backlog D[Team])	$/Week
15	d costs[Team]= INTEG (d cost increase[Team],0)	$
16	eff inv D[Team]=inventoryD[Team]-Backlog D[Team]	cases
17	eff inv F[Team]=inventoryF[Team]-Backlog F[Team]	cases
18	eff inv R[Team]=inventoryR[Team]-Backlog R[Team]	cases
19	eff inv W[Team]=inventoryW[Team]-Backlog W[Team]	cases
20	f cost increase[Team]=(cost of inventory[Team]*inventoryF[Team])+(cost of backlog[Team]*Backlog F[Team])	$/Week
21	f costs[Team]= INTEG (f cost increase[Team],0)	$
22	import D placed orders[Team]:= GET XLS DATA('Book1.xlsx', 'orders (D)','A', 'B2')	cases/Week
23	import F placed orders[Team]:=GET XLS DATA('Book1.xlsx', 'orders (F)','A', 'B2')	cases/Week
24	import R placed orders[Team]:=GET XLS DATA('Book1.xlsx', 'orders (R)','A', 'B2')	cases/Week
25	import W placed orders[Team]:=GET XLS DATA('Book1.xlsx', 'orders (W)','A', 'B2')	cases/Week
26	in D[Team]=DELAY FIXED(sold F[Team], 2, 4)	cases/Week
27	in F[Team]=DELAY FIXED(coming[Team], 2, 4)	cases/Week
28	in R[Team]=DELAY FIXED(sold W[Team], 2, 4)	cases/Week
29	in W[Team]=DELAY FIXED(sold D[Team], 2, 4)	cases/Week
30	inventoryD[Team]= INTEG (in D[Team]-sold D[Team],12)	cases
31	inventoryF[Team]= INTEG (in F[Team]-sold F[Team],12)	cases
32	inventoryR[Team]= INTEG (in R[Team]-sold R[Team],12)	cases
33	inventoryW[Team]= INTEG (in W[Team]-sold W[Team],12)	cases
34	ORDer= 4+STEP(4, 5)	cases/Week
35	ordered D[Team]= DELAY FIXED (import D placed orders[Team], 1, 4)	cases/Week
36	ordered F[Team]= DELAY FIXED (import F placed orders[Team], 1, 4)	cases/Week

37	ordered R[Team]= DELAY FIXED (import R placed orders[Team], 1, 4)	cases/Week
38	ordered W[Team]= DELAY FIXED (import W placed orders[Team], 1, 4)	cases/Week
39	r cost increase[Team]=(cost of inventory[Team]*inventoryR[Team])+(cost of backlog[Team]*Backlog R[Team])	$/Week
40	r costs[Team]= INTEG (r cost increase[Team],0)	$
41	sold D[Team]=MIN(inventoryD[Team]+in D[Team], ordered W[Team]+Backlog D[Team])	cases/Week
42	sold F[Team]=MIN(inventoryF[Team]+in F[Team], ordered D[Team]+Backlog F[Team])	cases/Week
43	sold R[Team]=MIN(inventoryR[Team]+in R[Team], ORDer+Backlog R[Team])	cases/Week
44	sold W[Team]=MIN(inventoryW[Team]+in W[Team], ordered R[Team]+Backlog W[Team])	cases/Week
45	TIME STEP=1	week
46	w cost increase[Team]=(cost of inventory[Team]*inventoryW[Team])+(cost of backlog[Team]*Backlog W[Team])	$/Week
47	w costs[Team]= INTEG (w cost increase[Team],0)	$